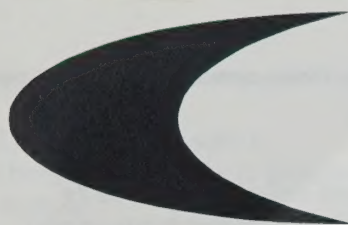


AUG 16 1999

GOVERNMENT DOCUMENTS



THE CHANGE REPORT

An Employee Newsletter

Issue 3

August 1999

Side Bar:

- Voluntary Early Retirement Program

City Manager's Bulletin

- The Corporate Vision & Values
- Going Global with Emergency Plans

The Change Report is a newsletter for employees of the City and Region on the reorganization project.

For further information contact Shannon McKay at 546-4194.

One on One with Corporate Communications

On June 1, as a part of the Corporate Services Division, the new Corporate Communications Department was developed to provide in-house expertise to the Corporation.

The Department is responsible for strategic counsel, communications, public relations, media relations, and marketing of our various divisions.

This in-house consulting group has been formed with key employees from other departments around the Corporation: David Adames formerly from the Culture and Recreation Department, is looking after the needs of Culture and Recreation, Community Planning & Development, Economic Development, and Parks; John Gosgnach formerly of the Hamilton Street Railway, looks after Police, Fire, Land Ambulance, Emergency Response, and the Transportation, Operations and Environment Division; Carole Morris-McHugh also of the HSR, handles the business needs of the HSR, Human Resources Department, and the Social and Public Health Services Division. These staff are business partners to their assigned areas. Norm Bradshaw, of Culture and Recreation, is our new Marketing Coordinator responsible for advertising and promotional campaigns, corporate identity and design; Shannon McKay, from Economic Development, is the Communications Coordinator looking after web-site development and management, as well as internal communications projects.

Since the department's inception, they have developed a series of strategies ranging from the Fire Department Business Plan, the Voluntary Early Retirement Incentive Program, the Red Hill Creek Expressway project, Y2K and the World Disaster Management Conference.

We encourage everyone in the Corporation to work with this group to achieve our common goals.

Internal Task Force Gets Ready for Year 2000

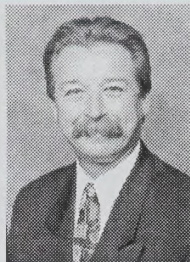
The all-department group has been identifying functions and services that could be affected by the "Millennium Bug" and taking action to make sure they will continue uninterrupted through January 1, 2000.

If you have questions about how your department is dealing with Y2K compliance, talk to your manager. If you have questions for the Internal Task Force, call Bill Leonard at 546-3997.

Watch for more detailed updates in the coming weeks!

City Manager's Bulletin

Within the administration there have been some significant strides forward over the past few months. One of the most important accomplishments has been the development of strategic components - the mission, vision and values, key outputs, success measures and objectives.



The Mission for the Corporation is ***to ensure the delivery of mandated products and services.***

In this issue of the Change Report, I would like to share with you the Vision and Values. The key outputs, success measures and objectives, will be discussed at length within each Division in the very near future as the Year 2000 planning takes place.

Vision and Values - the Heart and Soul of our Organization

Our Vision – "Our citizens will say they are receiving the best value for their tax dollar."

This vision defines our reason for being, in a way that helps all staff to focus more clearly on their work and better understand the value of their efforts. Where a good strategy engages staff intellectually, a good vision engages people emotionally.

Benefits of Vision

There are important and practical benefits to a well-articulated vision. When a vision is clear, always expressed consistently and widely shared, decisions can be made in a more consistent, direct way. The Corporate vision is one of the most vague aspects of an organization but it is also needed to effectively carry out an organization's work. Our vision is intended to help each person feel passionately that they can and will deliver the best value for every dollar we spend on municipal service delivery.

While the strategy, goals and objectives will change, a good vision statement will usually change little over time.

A vision that speaks to us can add passion and commitment to our organization. We need staff to be part of the larger corporate world, to have a psychological attachment and to bring energy and enthusiasm to their work and, to be energized by their work.

Vision helps to create core values. Our vision sets the foundation for the type of culture that is essential in our rapidly changing work situations.

Our Values

To realize our vision, there are certain standards or ideals we need. We need to be customer focused and protect the public interest. We need to strive for excellence - being the best we can be in the present context, always improving and being innovative. We need to communicate effectively and be flexible enough to work well on teams and individually. We need to work with a high level of integrity and to treat all people with dignity and respect.

These basic values set the underpinnings for our vision. We each need to use the change of restructuring and effectively start to look for new opportunities.

Working with Heart and Soul – 6 Steps

1. Increase customer understanding

Serve them better than before. To do this, we need to answer some questions:

- How will the change affect my customer?
- How can I bridge the gap between the customers' expectations and the reality of our present service level?
- What can I do to ensure that the customer is not affected by our restructuring?
- How can I take the lead to demonstrate that I can see the big picture and that I am flexible?

2. Innovation and strategic thinking

As we begin to assess how to serve our customers better, we begin to see how we can be more innovative and how we can use technology to better service our customers' needs. For example, what customers' needs can be met by a phone call, and what needs require a face-to-face meeting. We also need to present this change to our customers so they can see it as a continuation of attentive service. We need to map out our time so we build several tasks into one trip, or plan phone meetings with several agenda items, cutting down on the number of calls to the same person. We need to involve colleagues from other departments in our work so they better understand what we do and we need to work as a team to achieve synergy in service delivery. Identify measures for progress in being more innovative and be sure to measure success.

3. Diagnostic skills

There are three basic tenets to a measurement process:

- Begin at the onset of the change or program
- It should be visible
- State in customer terms - What do they expect? What do they need? What works best for the customer?

Once we have measured the customer's responses or satisfaction against the strategic thinking and work innovation, we use the findings to identify and deal with any areas where something else should be done.

Diagnostic strategies will help to assess areas, pinpoint the problems, create solutions and implement a plan of action.

4. Business/financial understanding

The challenge is to create solutions that meet the budget. Keep thinking beyond where we are now until reaching a point of comfort with the service and the budget. Here are five tenets for "best" solutions:

- People first.
- Do it now.
- Do it right the first time.
- Do it within budget.
- Would you like to live there?

5. Interpersonal group skills

It's a lot easier to join those who say "isn't it awful" than to work through the steps to make a positive strategy happen, and yes, there are some folks who may work to make the strategy fail. If we can give these people some idea of what can be done, they usually become less fearful and more co-operative. Talk to them about what our specific goals are, and what we are planning to do. They may have some information to help the effort and have some ideas not previously considered. Improved communication and shared information make for strong team-building, better morale, common goals and superb customer service.

6. Self-management

The vital link. It is necessary to be committed to the organization's restructuring. This means we need to be willing to think through the strategies and, more importantly, take the time and make the effort to put them in place. We need a great deal of self-management to accomplish this because the implementation takes time, effort and determination.

We are the organization and we want to make it the best local government organization in the country.

Hamilton Goes Global with Emergency Plans

Doug Lychak, City Manager and Karl Muller, Executive Director of the Canadian Centre for Emergency Preparedness, recently travelled to the Czech Republic to undertake an assessment of the emergency planning programs and Y2K readiness of five cities in the eastern region of the country. Their trip was funded entirely by the Canadian International Development Agency (CIDA) which is administered by the Federation of Canadian Municipalities (FCM). Here is their report.

The Czech Republic had recently been the victim of flooding that affected a large portion of its eastern region (attributable to once in a 500-year rainstorm). The cities of Ostrava, Zilin, Oloumac, Prerov and Shumpert experienced flooding which reached as high as 10 metres in some areas. Although casualties were minimal, these cities experienced extensive property damage.

We were impressed with the progress made by these cities in a relatively short period of time since their separation from the Communist Regime. A number of recommendations for improvements have been included in their report filed with the FCM.

We came away from this trip with a number of new international friends, a greater appreciation of the challenges faced by a country undergoing substantial political changes, a potential for the establishment of an international partnership, and most importantly, the realization that Hamilton-Wentworth, through its partnership with the Canadian Centre for Emergency Preparedness, is gaining international recognition as a centre of excellence in the area of emergency preparedness.

VOLUNTARY EARLY RETIREMENT INCENTIVE PROGRAM UPDATE

On July 7, 1999, councillors for the City of Hamilton/Region of Hamilton-Wentworth approved a Voluntary Early Retirement Incentive Program for employees who are members of the OMERS Pension Fund. As soon as the Program was approved, an extensive employee communications plan, developed by Human Resources and Corporate Communications, was implemented. By July 9, program details had been posted on RNET (the City/Region intranet) as well as employee notice boards throughout the organization. By July 16, all eligible employees had received a comprehensive personalized Program package.

Program meets the expectations of all stakeholders

As part of a plan to cut \$25 million from the City/Region 1999/2000 budget, the voluntary retirement program was designed to meet the needs of all stakeholders; employer, employees and the community at large. The voluntary early retirement incentive allows the City/Region to significantly reduce the size of its workforce without layoffs, and it also generates savings for taxpayers in this municipality. Annual savings from employees taking advantage of the voluntary retirement program are expected to be \$12 million.

The program's estimated \$13.5 million price tag includes \$1.5 million in spending on training, succession planning and managing change within the organization. The restructuring money provided to the City/Region by the Province in April 1999 will fund program costs.

Program Details

The program is available to all City of Hamilton/Region of Hamilton-Wentworth employees who are members of OMERS and who could potentially attain 80 or more points by December 31, 2001 under the Special OMERS Early Retirement provision. Firefighters, non-OMERS transit employees, and employees of agencies, boards and commissions are not eligible.

Basically, eligible employees can choose between two incentive options:

1. A lump sum payment equal to two weeks of base pay per year of service up to a maximum of 26 years, or
2. Sixty monthly payments equal to 1% of current monthly base pay per year of service.

Eligible employees have until August 20, 1999 to decide whether or not to accept the voluntary early retirement incentive. Those who decide to accept the offer can then choose one of five preferred retirement dates: August 31, 1999, September 30, 1999, October 31, 1999, November 30, 1999 or December 31, 1999. Employees involved in special projects may be required to extend their departure date.

Important Dates

July 26 - August 15:	Retirement workshops
August 20:	Decision deadline
August 31:	Earliest retirement date
December 31, 1999:	Latest retirement date

Information and Assistance

Recognizing that retirement is a major step, the City/Region has retained the services of T. E. Financial Consultants Ltd. to provide half-day workshops and individual counselling sessions over the next several weeks. The workshops cover financial preparation, options for receiving the incentive funds, OMERS pension, medical benefits available to retirees, and also provide tips to help eligible employees assess their readiness for retirement. The workshops and counselling sessions are provided free of charge and eligible employees are encouraged to attend with their spouse or guest.